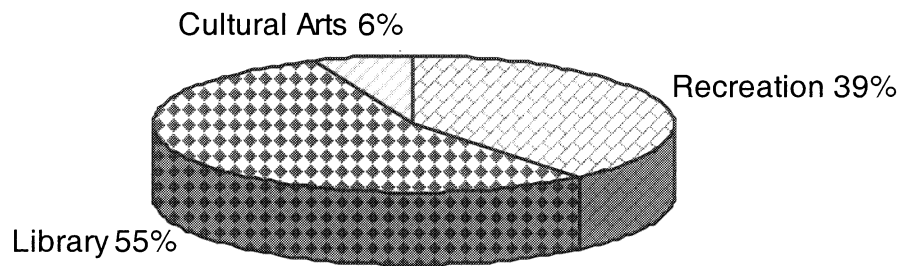


PROGRAM: COMMUNITY SERVICES
FUND: VARIOUS
PROGRAM GROUP: VARIOUS

SUMMARY

	2004-05 ACTUAL	2005-06 ACTUAL	2006-07 BUDGET	2007-08 BUDGET
PERSONNEL	\$9,104,315	\$9,724,263	\$11,000,256	\$11,049,737
MAINTENANCE & OPERATIONS	5,459,125	5,759,235	5,635,100	6,266,123
CAPITAL OUTLAY	136,275	124,969	89,820	100,827
GRAND TOTAL	\$14,699,715	\$15,608,467	\$16,725,176	\$17,416,687
FULL TIME POSITIONS	85.00	85.00	83.50	83.50
HOURLY/FTE POSITIONS	117.41	119.51	122.51	116.41



PROGRAM: LIBRARY
FUND: VARIOUS
PROGRAM GROUP: LIBRARY

SUMMARY

	2004-05 ACTUAL	2005-06 ACTUAL	2006-07 BUDGET	2007-08 BUDGET
PERSONNEL	\$5,112,091	\$5,406,421	\$6,215,900	\$6,248,110
MAINTENANCE & OPERATIONS	3,110,561	3,417,985	3,120,609	3,371,988
CAPITAL OUTLAY	75,315	23,409	77,236	28,527
GRAND TOTAL	\$8,297,966	\$8,847,824	\$9,413,745	\$9,648,625
FULL TIME POSITIONS	47.00	47.00	48.00	48.00
HOURLY/FTE POSITIONS	64.50	64.50	66.75	59.25

PROGRAM DESCRIPTION:

The Carlsbad City Library provides educational, informational, and recreational services for all community residents; provides both print and non-print resources that respond to the interests and needs of a diverse population; provides convenient access and adequate space for users and resources; and promotes a broad awareness of the Library and its services. The Library contributes to the enrichment of Carlsbad's citizens by supporting lifelong learning, the pursuit of knowledge, and serving as a community gathering place.

KEY ACHIEVEMENTS FOR 2006-07:

- Radio Frequency technology implemented.
- PC management system implemented
- Learning Center construction launched.
- CORE cashiering system (first phase) implemented with credit card payment acceptance .
- Strategic planning process initiated.
- Customer experience re-evaluated; service delivery methods changed
- Library web pages redesigned.
- Online booking of library meeting facilities implemented.

KEY GOALS FOR 2007-08:

Top-Quality Services

- Implement future directions identified in strategic planning process
- Continue adjusting service delivery methods to be customer-focused
- Improve navigation and usability of library web pages

Learning, Culture & Arts

- Complete construction of the Library Learning Center
- Implement library programming selection process

Communication

- Enhance delivery of internal information via City Intranet

Future Direction/Plans

- Combine Adult Learning and Centro programs in Library Learning Center

PROGRAM: GEORGINA COLE LIBRARY
FUND: GENERAL
PROGRAM GROUP: LIBRARY

ACCT NO. 0014010/0014015-16/0014035

	2004-05 ACTUAL	2005-06 ACTUAL	2006-07 BUDGET	2007-08 BUDGET
PERSONNEL	\$1,250,586	\$1,407,603	\$1,657,320	\$1,645,310
MAINTENANCE & OPERATIONS	618,470	503,693	566,022	611,500
CAPITAL OUTLAY	0	6,659	1,835	10,761
GRAND TOTAL	\$1,869,056	\$1,917,955	\$2,225,177	\$2,267,571
FULL TIME POSITIONS	12.50	12.50	11.50	11.50
HOURLY/FTE POSITIONS	21.90	21.90	20.85	19.55

WORK PROGRAM:

The Georgina Cole Library, located in North Carlsbad, is designed to provide the community with print and non-print materials for adults and children, with special collections in genealogy and local history. Services provided include reference, public computers for adults and children, special programs for all ages, and monthly exhibits offered by local residents.

PROGRAM ACTIVITIES:

Cole Library Administration

Administrative staff at the Georgina Cole Library participate in Library Administration operations in conjunction with the main Administrative offices at the Library on Dove Lane.

- Manage the Georgina Cole Library, Adult Learning Program, and Centro de Información staff, facilities, budget, volunteers, couriers, and collection.
- Maintain awareness of the community's needs and coordinate operations with other City departments.
- Participate in and promote public education pertaining to historic areas and sites.

Circulation

- Circulation staff circulates print and non-print materials to all library patrons; issues library cards to borrowers; collects fees and fines; tracks overdue items; sorts and shelves all incoming library materials; administers services to homebound patrons.

Reference

Reference Librarians assist the public with information needs; provide instruction in the use of resources; and perform research for the public, local business, and government; and locate library materials for patrons. Reference support staff provides interlibrary loan service; updates reference sources, and staffs public service desks.

- Librarians respond to in-person, telephone, and email reference questions; provide instruction classes and tours; select books and other materials; and facilitate book clubs.
- Periodicals staff manages a collection of 225 magazines and 12 newspapers and related back files.
- Computer lab staff provides access to the Internet and other software programs.
- History Room staff provides and maintains a repository for collecting, preserving and researching local history.

Children's Services

- Support information needs of patrons from toddlers to teens and their parents, caregivers, and teachers in person and via the telephone.
- Plan, schedule, and conduct year-round programs for youth of all ages which introduce youth to literature and reading.
- Provide classroom visits, library instruction, and tours for children and groups.
- Answer reference questions and readers' advisory inquiries directing patrons to print and non-print resources.
- Provide computers for research, homework, and Internet use.

PROGRAM: GEORGINA COLE LIBRARY
FUND: GENERAL
PROGRAM GROUP: LIBRARY

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ACCT NO. 0014010/0014015-16/0014035

KEY ACHIEVEMENTS FOR 2006-07:

- Radio Frequency Identification technology was implemented in all Carlsbad City Library Facilities providing greater efficiencies for staff and patrons in circulating materials.
- A new computer system, "PC Management" was implemented for public service computers, allowing patrons to register for computer use with their library card, allowing computer lab staff to assist with computer use.

SIGNIFICANT CHANGES:

1.80 hourly positions are being reduced through attrition as a result of the Radio Frequency Identification Technology implementation.

PROGRAM: CARLSBAD CITY LIBRARY
FUND: GENERAL
PROGRAM GROUP: LIBRARY

ACCT NO. 0014069-4095

	2004-05 ACTUAL	2005-06 ACTUAL	2006-07 BUDGET	2007-08 BUDGET
PERSONNEL	\$2,370,798	\$2,434,513	\$2,722,190	\$2,724,650
MAINTENANCE & OPERATIONS	1,383,047	1,611,888	1,305,647	1,321,972
CAPITAL OUTLAY	10,152	6,141	27,056	14,516
GRAND TOTAL	\$3,763,998	\$4,052,542	\$4,054,893	\$4,061,138
FULL TIME POSITIONS	21.50	21.50	20.50	20.50
HOURLY/FTE POSITIONS	33.70	33.70	32.10	25.70

WORK PROGRAM:

The Carlsbad City Library on Dove Lane is located in South Carlsbad. Services include print and non-print materials, reference and information, computer labs for adults and children, special programs, an art gallery, and the Friends of the Library bookstore, as well as an auditorium and meeting room.

PROGRAM ACTIVITIES:

Administration

Administration provides leadership for the Carlsbad City Library system; plans for the growth of resources and facilities; manages all budget and fiscal matters; and coordinates relations with local and State government, the Library Board, the Friends of the Library, the Carlsbad Library and Arts Foundation, and the Serra Cooperative Library System.

- Prepare department budget; process invoices, and requisitions; monitor expenditures; maintain fiscal records.
- Handle grants and reports at local and State levels.
- Develop and plan technology solutions to effectively deliver library services.
- Provide leadership for the Library's divisions.

Circulation

The Circulation Division registers Library patrons and manages the circulation, sorting and shelving of library materials. The Circulation Division also repairs all audio-visual materials for the Carlsbad City Library.

- Register library patrons and Internet users; check out and in, renew, reserve, sort, and shelve library materials; process and mail overdue and reserve notices; collect fines and fees; rent audio-visual equipment; answer the renewal line; and repair audio-visual materials.
- Enroll visually impaired patrons in the Braille Institute; order and provide talking book machines and tapes; and exchange and provide repair for malfunctioning machines.
- Notify patrons via email, telephone, and standard mail of overdue items and availability of requested materials.

Reference

Reference Librarians assist the public with information needs; provide instruction in the use of resources; and perform research for the public, local business, and government; and locate library materials for patrons. Reference support staff provides interlibrary loan service; updates reference sources; staffs public service desks; and offers a range of book clubs.

- Librarians respond to in-person, telephone, and email reference questions; provide instruction classes and tours; select books and other materials; and facilitate book clubs.
- Information Desk staff provides directional information and answers basic reference questions.
- Periodicals staff manages a collection of 340 magazines and 32 newspapers and related back files.
- Computer lab staff provides access to the Internet and other software programs.
- Young Adult Services staff develops programs and activities that encourage and support library use by teens.

PROGRAM: CARLSBAD CITY LIBRARY
FUND: GENERAL
PROGRAM GROUP: LIBRARY

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ACCT NO. 0014069-4095

PROGRAM ACTIVITIES (continued):

Children's

The Children's Division serves youth from toddler age through high school with their information needs and development of reading skills. The Division also assists parents, teachers and adult students through parent resources, access to children's literature and professional literature on reading development.

- Respond to in-person and telephone questions; provide readers' advisory assistance, library skills instruction, group tours
- Provide programs that introduce children to literature, including story times, the Summer Reading Program, and events highlighting literature such as National Children's Book Week; offer cultural enrichment programs as well as special holiday, seasonal, puppetry and craft activities that promote learning and link to literature
- Work with other child-oriented organizations to promote library services and outreach to the community, including a homework zone (offering after-school volunteer homework assistance), and education opportunities
- Provide youth and parent access to Internet resources and technology services. The Leichtag Family Foundation Computer Lab offers Internet access as well as age-appropriate introductory sessions on word processing, typing, presentation and publishing skills.

KEY ACHIEVEMENTS:

- During 2006-2007, Radio Frequency Identification technology was implemented in all Carlsbad City Library Facilities providing greater efficiencies for staff and patrons in circulating materials.
- During 2006-2007, a new system, "PC Management" was implemented for public service computers, allowing patrons to register for computer use with their library card, allowing computer lab staff to assist with computer use.

SIGNIFICANT CHANGES:

6.2 hourly positions are being reduced through attrition as a result of the Radio Frequency Identification Technology implementation. A 0.20 hourly position has been reallocated to another program to better reflect work load.

PROGRAM: GENEALOGY
FUND: GENERAL
PROGRAM GROUP: LIBRARY

ACCT NO. 0014025

	2004-05 ACTUAL	2005-06 ACTUAL	2006-07 BUDGET	2007-08 BUDGET
PERSONNEL	\$169,853	\$156,155	\$211,740	\$202,010
MAINTENANCE & OPERATIONS	7,597	8,647	9,970	9,420
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$177,450	\$164,804	\$221,710	\$211,430
FULL TIME POSITIONS	0.00	0.00	1.00	1.00
HOURLY/FTE POSITIONS	0.00	0.00	2.85	2.85

WORK PROGRAM:

The Genealogy Division, located at the Cole Library, provides reference and instructional assistance to the public. The division head manages the selection, classification, and organization of a 22,000-volume collection, 9,000 microfilm rolls, 150,000 microfiche, and 200 compact discs. It is a collection of excellence that draws researchers from all over the nation.

PROGRAM ACTIVITIES:

General Reference Services

- Genealogy and local history staff respond to in-person and telephone reference requests; provide individual patrons with a general introduction to the collection, provide instruction on the use of OPAC and other finding aids, and instruction on the use of various equipment including personal computers, microfilm/fiche readers, and printers.

Collection Development Activities

- The staff participates in the Library's collection development/acquisitions by completing catalog checks, preparing order slips, receiving ordered items, preparing items to send to Technical Services, and receiving and shelving items from Technical Services.

Coordination with NSDCGS

- The North San Diego County Genealogical Society (NSDCGS) has been a support group for this collection for 30 years. The division works with and assists the Society in fund-raising for the acquisition of materials for the collection and in instruction programs.

WORKLOAD STATISTICS:

	<u>2004-05</u>	<u>2005-06</u>
Reference Questions	16,000	14,000
Computer Users	4,900	4,500
In-House Usage	27,000	24,000
Items Added	1,000	1,000
Programs	40	48
Program attendance	2,500	2,800

SIGNIFICANT CHANGES

- None

PROGRAM: CENTRO DE INFORMACIÓN
FUND: GENERAL
PROGRAM GROUP: LIBRARY

ACCT NO. 0014030

	2004-05 ACTUAL	2005-06 ACTUAL	2006-07 BUDGET	2007-08 BUDGET
PERSONNEL	\$132,638	\$143,361	\$159,340	\$167,480
MAINTENANCE & OPERATIONS	30,480	26,969	33,010	33,120
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$163,118	\$170,331	\$192,350	\$200,600
FULL TIME POSITIONS	1.00	1.00	1.00	1.00
HOURLY/FTE POSITIONS	1.70	1.70	1.70	2.00

WORK PROGRAM:

The Centro de Información is a branch library that meets the information needs of Spanish-speaking and other neighborhood residents new to library services. Bilingual staff introduces residents to library services, which include Spanish-language and bilingual print and non-print materials, reading programs for children, as well as information and referral services. The Centro de Información staff is actively involved in the community and work in partnership with schools, community agencies, and other City departments to meet the needs of our diverse community.

PROGRAM ACTIVITIES:

Outreach

- The Centro de Información is an active partner in community activities. The Centro offers a welcoming and culturally sensitive environment that enables Spanish-speaking residents to make use of public library services.

WORKLOAD STATISTICS:

	<u>2003-04</u>	<u>2004-05</u>	<u>2005-06</u>
Individual Patron Visits	21,883	22,752	22,962
Program Attendance	3,779	3,214	3,958

Programming

- The Centro de Información responds to community information and educational needs by providing a variety of adult and children's programs.

KEY ACHIEVEMENTS FOR 2006-07:

- As part of a library-wide conversion, PC Management and RFID Systems were implemented at the Centro de Información.
- Construction began on the new 11,000 square-foot Library Learning Center, which will serve as the permanent home of the Adult Learning Program and the Centro de Información.

KEY GOALS FOR 2007-08:

- Complete construction of the Library Learning Center and finalize move-in and operation plans.

SIGNIFICANT CHANGES:

A 0.30 hourly position was reallocated to this program to better reflect work load.

PROGRAM: TECHNICAL SERVICES
FUND: GENERAL
PROGRAM GROUP: LIBRARY

ACCT NO. 0014040

	2004-05 ACTUAL	2005-06 ACTUAL	2006-07 BUDGET	2007-08 BUDGET
PERSONNEL	\$461,657	\$508,284	\$617,960	\$643,080
MAINTENANCE & OPERATIONS	86,048	103,783	113,690	141,840
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$547,705	\$612,069	\$731,650	\$784,920
FULL TIME POSITIONS	7.00	7.00	7.00	7.00
HOURLY/FTE POSITIONS	2.50	2.50	2.50	2.50

WORK PROGRAM:

The Technical Services Division catalogs and prepares library materials for public use; maintains the Library's on-line database; and manages the library's circulation system, on-line catalog, and related automated programs.

PROGRAM ACTIVITIES:

Cataloging

- Catalogs newly purchased print, audiovisual, and microform materials. .

Database Maintenance

- Adds new items to the on-line database and deletes information on lost or discarded materials.
- Provides physical processing of newly added materials.
- Repairs damaged materials and arranges for binding and re- binding.

Integrated Library System (Includes Circulation System and On-Line Catalog)

- Manages the Library's integrated library software, including the catalog interface.
- Coordinates installation of software upgrades and related documentation and training.
- Generates daily, monthly, and annual statistical and system management reports.

WORKLOAD STATISTICS:

	<u>2003-04</u>	<u>2004-05</u>	<u>2005-06</u>
Items cataloged & processed	30,482	32,855	31,866
Items handled for binding	1,932	1,386	2,142
Items withdrawn	22,722	14,227	30,049

SIGNIFICANT CHANGES:

- None

PROGRAM: COLLECTION DEVELOPMENT & ACQUISITIONS
FUND: GENERAL/SPECIAL REVENUE
PROGRAM GROUP: LIBRARY ACCT NO. 0014045/0014060/
1754XXX

	2004-05 ACTUAL	2005-06 ACTUAL	2006-07 BUDGET	2007-08 BUDGET
PERSONNEL	\$373,862	\$378,599	\$432,940	\$445,430
MAINTENANCE & OPERATIONS	900,066	1,065,239	991,095	1,153,986
CAPITAL OUTLAY	0	0	23,945	0
GRAND TOTAL	\$1,273,928	\$1,443,838	\$1,447,980	\$1,599,416
FULL TIME POSITIONS	2.00	2.00	4.00	4.00
HOURLY/FTE POSITIONS	1.00	1.00	2.75	2.35
GENERAL FUND	\$1,205,975	\$1,316,716	\$1,426,980	\$1,587,066
SPECIAL REVENUE	67,953	14,000	21,000	12,350
TOTAL FUNDING	\$1,273,928	\$1,330,716	\$1,447,980	\$1,599,416

WORK PROGRAM:

Coordinate the selection of materials and plan collection development for all libraries. Allocate and monitor all materials budgets. Order and receive all print and non-print materials.

PROGRAM ACTIVITIES:

Planning

- Develop plans for the collection of materials.

Budgeting

- Prepare division and library-wide materials budgets; monitor expenditures for division and materials.

Coordinate Selection of Materials

- Coordinate selection and ordering of print and non-print materials.
- Implement Downloadable audio-book collection.

Weeding

- Keep collection current by removing outdated and unused materials.

PERFORMANCE MEASURES:

- Track material accounts by major subjects.
- Track vendor discounts.
- Coordinate selection and ordering of at least 26,000 new print and non-print materials.
- Monitor use of downloadable audio-book collection.
- Continue system-wide weeding plan to keep collections current.

KEY ACHIEVEMENTS:

- During 2006-2007, Radio Frequency Identification technology was implemented in all Carlsbad City Library Facilities. The Senior Librarian from this division was the project manager. Much time and effort was devoted to this project, significantly changing her role for FY 06-07.
- Preparing for the RFID tagging of the entire collection, the Collection Development and Acquisitions Division spent an extraordinary amount of time coordinating and supporting an aggressive weeding effort.

SIGNIFICANT CHANGES:

A .40 hourly position has been reallocated from this program to better reflect work load.

PROGRAM: MEDIA SERVICES
FUND: GENERAL
PROGRAM GROUP: LIBRARY

ACCT NO. 0014050

	2004-05 ACTUAL	2005-06 ACTUAL	2006-07 BUDGET	2007-08 BUDGET
PERSONNEL	\$209,531	\$223,189	\$238,000	\$250,990
MAINTENANCE & OPERATIONS	45,381	38,031	51,515	52,000
CAPITAL OUTLAY	65,163	10,609	24,400	3,250
GRAND TOTAL	\$320,075	\$271,831	\$313,915	\$306,240
FULL TIME POSITIONS	2.00	2.00	2.00	2.00
HOURLY/FTE POSITIONS	2.10	2.10	2.30	2.30

WORK PROGRAM:

The Library's Media Division provides a wide range of event management services and related activities in support of programs staged in the Library's Schulman Auditorium and Gowland Meeting Room. Tasked with managing these facilities, responsibilities include: overseeing operations, marketing of facilities and services, program support, scheduling, training, and providing technical support for patrons and other user groups. Management duties include: recruiting staff, use policy development, use analysis reports, fee collection, and fiscal management. A wide range of event service is provided, including: theater lighting and sound, and presentation technology and multi-media support. Other related production services enable events to reach broader community audiences via circulating library collections, cable TV, and Internet

PROGRAM ACTIVITIES:

Programming Management

- Implement "Meeting Facility Use Policies and Procedures." Maintain and analyze the service delivery system. Monitor online system workflows, perform ongoing fee collections, process and provide comprehensive reports. Provide ongoing staff training, and assign and supervise part-time support staff.

Programming Support

- Facilitate quality community programming featuring such locally significant events as Teen Rock the Library, Winter Jazz Series, Film Series, Opera Series, Author Talks, etc. Provide technical support and production recordings to enable wider distribution of programs.

Management Media Produced Library Collections

- Acquisition and creation of locally produced media materials including: digital imagery, photographic prints, video and audio recordings. Refining procedural processes and accountability. Provide improved workflow for duplication, labeling, and digital storage using content management systems for related web development, Intranet access and distribution.

KEY ACHIEVEMENTS:

- Virtual Event Management System implemented

SIGNIFICANT CHANGES:

- None

PROGRAM: ADULT LEARNING PROGRAM
FUND: GENERAL
PROGRAM GROUP: LIBRARY

ACCT NO. 0014055

	2004-05 ACTUAL	2005-06 ACTUAL	2006-07 BUDGET	2007-08 BUDGET
PERSONNEL	\$143,166	\$154,716	\$176,410	\$169,160
MAINTENANCE & OPERATIONS	39,472	59,733	49,660	48,150
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$182,638	\$214,450	\$226,070	\$217,310
FULL TIME POSITIONS	1.00	1.00	1.00	1.00
HOURLY/FTE POSITIONS	1.60	1.60	1.70	2.00

WORK PROGRAM:

The Adult Learning Program is the Library's adult literacy service. The program provides individualized instruction in fundamental reading and writing skills to English-speaking adults and in a partnership with Carlsbad High School, to selected high school students. Tutoring by trained volunteers, integration of technology throughout the curriculum, and small group study encourage the development of positive self-esteem and the practical application of literacy skills in the home, workplace, and community.

PROGRAM ACTIVITIES:

Literacy Skill Development

- The program provides reading and writing learning assistance (learning experiences) that is targeted to each learner's literacy needs, life situation, and goals.

WORKLOAD STATISTICS:

	<u>2004- 05</u>	<u>2005- 06</u>
Learners Studying	116	161
Volunteer Tutors Instructing	73	94
Instructional Hours Completed	6,546	7,113

KEY ACHIEVEMENTS FOR 2006-07:

- California State Library awarded the Adult Learning Program two part-time (900 hours/12 months each) federal AmeriCorps members for January – December 2007.
- Construction began on the new 11,000 square-foot Library Learning Center, which will serve as the permanent home of the Adult Learning Program and the Centro de Información.

KEY GOALS FOR 2007-08:

- Complete construction of the Library Learning Center and finalize move-in and operation plans.

SIGNIFICANT CHANGES:

A 0.30 hourly position has been reallocated to this program to better reflect work load.

PROGRAM: CULTURAL ARTS
FUND: VARIOUS
PROGRAM GROUP: CULTURAL ARTS

SUMMARY

	2004-05 ACTUAL	2005-06 ACTUAL	2006-07 BUDGET	2007-08 BUDGET
PERSONNEL	\$525,125	\$554,520	\$573,641	\$606,240
MAINTENANCE & OPERATIONS	311,859	311,743	329,204	322,296
CAPITAL OUTLAY	1,815	0	0	0
GRAND TOTAL	\$838,798	\$866,264	\$902,845	\$928,536
FULL TIME POSITIONS	5.00	5.00	5.00	5.00
HOURLY/FTE POSITIONS	2.50	2.50	3.25	3.25

PROGRAM DESCRIPTION:

The Arts Office builds a sense of community in Carlsbad by offering a wide range of performing and visual arts programs, youth and family educational activities, artist support services, and publications. These programs and services, designed to engage and enrich the individual and the community, strive to encourage lifelong learning in the arts and to make the arts and culture an accessible and integral part of the community's life.

KEY ACHIEVEMENTS FOR 2006-07:

- Produced 58 events attracting approximately 64,000 people.
- Presented five new exhibitions in the Cannon Art Gallery and one new exhibition in the Sculpture Garden, attracting over 26,000 visitors.
- Presented exhibition, "Impossible to Forget: The Nazi Camps Fifty Years After" in Cannon Art Gallery with extensive series of accompanying programs and educational materials
- Continued to present the Three-Part-Art arts education program (for exhibitions), including lesson workbooks, guided exhibit tours, and creative workshops. Approximately 5,800 Carlsbad students and adult chaperones served.
- Presented four Family Open Studio events (hands-on art activities associated with gallery exhibitions), attracting over 900 participants.
- Awarded Community Arts Grants: 8 in the Organizations/Artist Partnerships category; 13 in the Arts Education category, resulting in the community presentation of more 80 performances, exhibits, and special projects.
- Partnered with San Diego Opera and Carlsbad Library on a variety of public programs.
- Provided information services via the City website, direct mail, telephone, programs, and brochures including revised design of the Arts Newsletter.
- Received a California Arts Council – Youth Education in the Arts Grant for Three-Part-Art program.
- Hosted a five-person student delegation from our Sister City, Futtzu in Japan.

KEY GOALS FOR 2007-08:

Top-Quality Services

- Strengthen the infrastructure of the Arts Office through development and implementation of 3-year strategic plan.
- Expand fund-raising activities and collaborative projects, including collaboration with Carlsbad Magazine on the TGIF souvenir program
- Promote, train, and utilize volunteers and artists in providing services for Arts Office programs.
- Carry out conservation survey of the Public Art Collection

Learning

- Continue to work with school districts serving Carlsbad on arts education.
- Continue to implement gallery arts education services for children and adults.
- Offer community-wide opportunities including multi-cultural events and educational opportunities for children and adults.
- Fund-raise for arts education programs.

Citizen Connection

- Conduct a series of programs that continues the dialogue begun with the community in 2005 with the town meetings on the arts.

PROGRAM: ARTS OFFICE
FUND: GENERAL FUND
PROGRAM GROUP: CULTURAL ARTS

ACCT NO. 0014062-65/0014067-68/
142XXXX

	2004-05 ACTUAL	2005-06 ACTUAL	2006-07 BUDGET	2007-08 BUDGET
PERSONNEL	\$511,945	\$542,521	\$558,360	\$590,200
MAINTENANCE & OPERATIONS	277,534	273,703	267,809	269,666
CAPITAL OUTLAY	1,815	0	0	0
GRAND TOTAL	\$791,293	\$816,224	\$826,169	\$859,866
FULL TIME POSITIONS	5.00	5.00	5.00	5.00
HOURLY/FTE POSITIONS	2.57	2.57	2.59	2.59
GENERAL FUND	\$777,714	\$802,983	\$808,169	\$833,766
SPECIAL REVENUE	13,579	13,241	18,000	26,100
TOTAL FUNDING	\$791,293	\$816,224	\$826,169	\$859,866

WORK PROGRAM:

Implement the goals and policies of the City Council and City General Plan to develop, plan, promote and carry out visual and performing art programs and activities. To create a climate that encourages cultural and artistic development in Carlsbad and to enhance the educational opportunities for all segments of the community.

PROGRAM ACTIVITIES:

Volunteers

- Utilize volunteers for mailings, gallery events, jazz concerts, etc. Provide training for volunteers, artists, arts organizations, and gallery docents and attendants.

Programs

- Produce ten (10) jazz concerts in the parks during the Summer 2007 season.
- Offer educational programs on arts and culture for children and adults.
- Offer performing arts programming at the Schulman Auditorium and other Carlsbad locations.
- Offer three (3) weeks of Creative Arts Camp and three (3) weeks of Club Pelican (a nature & art camp)

Information

- Produce a calendar/newsletter four (4) times per year.
- Produce ArtsBrag, an arts education newsletter three (3) times a year.
- Keep the Arts Info Line up-to-date for 24-hour call-in access.
- Provide information, opportunities, and resources to artists, citizens, and the press.
- Provide educational materials for teachers on three (3) gallery exhibitions and printed materials for exhibitions.
- Offer arts information on the City's Internet site.

PROGRAM: ARTS OFFICE
FUND: GENERAL FUND
PROGRAM GROUP: CULTURAL ARTS

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ACCT NO. 0014062-65/0014067-68/
142XXXX

KEY GOALS FOR 2007- 08:

Top-Quality Services

- Develop and strengthen arts organizations and provide cultural opportunities through Community Arts Grants Program.
- Generate sponsorship and fund-raising activities for the Gallery, Arts Office programs, and arts education programs.
- Submit grant applications to State and federal funding agencies when appropriate.
- Assist Friends of the Arts with fundraising efforts.
- Serve on Library and Arts Foundation Board.

Citizen Connection

- Plan and carry out a series of forum-like programs – part presentation, part discussion – around issues of interest to the arts community.

Balanced Community Development

- Operate the Cannon Art Gallery with five (5) exhibitions per year.
- Operate the Sculpture Garden with one (1) exhibition per year.

Learning, Culture & Arts

- Offer community-wide multi-cultural events (Multicultural Arts Festival).
- Produce a jazz souvenir program.
- Offer 4 “Art at Jazz” hands-on art activities for children during the jazz concerts.

WORKLOAD MEASURES:

<u>Delivery of Top-Quality Services</u>	<u>2003-04</u>	<u>2005-06</u>	<u>2006-07</u>
Arts Office Events/Attendance	45/60,000	42/55,000	42/65,000
Community Grants Awards/Budget	17/24,000	23/24,000	21/24,000

<u>Educational Opportunities – Information Services</u>	<u>2003-04</u>	<u>2005-06</u>	<u>2006-07</u>
Newsletters (Issues/Distribution)	8/50,000	6/30,000	4/20,000
Special Publications (Per Year/Distribution)	16/32,000	14/21,000	20/26,000
Arts Info Line Calls (Monthly)	240	250	230

<u>Diverse Economic Opportunities</u>	<u>2003-04</u>	<u>2005-06</u>	<u>2006-07</u>
Grants and Contributions	\$66,344	\$107,800	\$71,000

SIGNIFICANT CHANGES:

- None

PROGRAM: SISTER CITY
FUND: GENERAL FUND
PROGRAM GROUP: CULTURAL ARTS

ACCT NO. 0014066

	2004-05 ACTUAL	2005-06 ACTUAL	2006-07 BUDGET	2007-08 BUDGET
PERSONNEL	\$0	\$0	\$0	\$0
MAINTENANCE & OPERATIONS	6,602	10,034	7,215	9,150
CAPITAL OUTLAY		0	0	0
GRAND TOTAL	\$6,602	\$10,034	\$7,215	\$9,150
FULL TIME POSITIONS	0.00	0.00	0.00	0.00
HOURLY/FTE POSITIONS	0.00	0.00	0.00	0.00
GENERAL FUND	\$6,602	\$10,034	\$7,215	\$9,150
SPECIAL REVENUE	0	0	0	0
TOTAL FUNDING	\$6,602	\$10,034	\$7,215	\$9,150

WORK PROGRAM:

Coordinate Sister City relationship with the City of Futtu, Japan and Karlovy Vary, Czech Republic.

PROGRAM ACTIVITIES:

Coordinate Sister City Program

- Arrange, host, and conduct visits by delegations as needed.
- Coordinate ongoing cultural and educational exchange projects.
- Develop public programs for Carlsbad audiences related to Sister Cities cultures and program philosophy

Actively Pursue the Contribution of Funds for the Sister City Program

- Coordinate programs including fund-raisers, festivals, and scholarship exchange programs, and raise funds for such programs.

SIGNIFICANT CHANGES:

- None

PROGRAM: SPECIAL EVENTS
FUND: SPECIAL REVENUE FUND
PROGRAM GROUP: CULTURAL ARTS

ACCT NO. 14840X0

	2004-05 ACTUAL	2005-06 ACTUAL	2006-07 BUDGET	2007-08 BUDGET
PERSONNEL	\$13,180	\$11,999	\$15,281	\$16,040
MAINTENANCE & OPERATIONS	27,723	28,006	54,180	43,480
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$40,903	\$40,005	\$69,461	\$59,520
FULL TIME POSITIONS	0.00	0.00	0.00	0.00
HOURLY/FTE POSITIONS	0.00	0.00	0.66	0.66

WORK PROGRAM:

Provide a variety of performing arts programs to all Carlsbad residents.

PROGRAM ACTIVITIES:

Continue Performing Arts Programming

- During the Summer 2007 season, present ten (10) jazz concerts in city parks.
- Produce and distribute jazz concert souvenir program, produced in collaboration with Carlsbad Magazine.

Actively Pursue the Contribution of Gifts and Funds for the Arts

- Seek out corporate sponsorships for advertising in jazz souvenir program and for underwriting jazz concerts.
- Assist Friends of the Arts in fundraising efforts at jazz concerts.

PERFORMANCE MEASURES:

- During the Summer 2007 season, present ten (10) jazz concerts in city parks with an attendance total of 38,000+.
- Raise over \$40,000 in contributions.

SIGNIFICANT CHANGES:

- Two concerts will move from Calavera Hills Park to Pine Avenue Park, which opened in Fiscal Year 2006-07, thus bringing concerts back to the City's Northwest quadrant.

PROGRAM: RECREATION
FUND: GENERAL/SPECIAL REVENUE
PROGRAM GROUP: RECREATION

SUMMARY

	2004-05 ACTUAL	2005-06 ACTUAL	2006-07 BUDGET	2007-08 BUDGET
PERSONNEL	\$3,467,099	\$3,763,321	\$4,210,715	\$4,195,387
MAINTENANCE & OPERATIONS	2,036,705	2,029,507	2,185,287	2,571,839
CAPITAL OUTLAY	59,146	101,560	12,584	72,300
GRAND TOTAL	\$5,562,950	\$5,894,404	\$6,408,586	\$6,839,526
FULL TIME POSITIONS	33.00	33.00	30.50	30.50
HOURLY/FTE POSITIONS	50.41	52.51	52.51	53.91

PROGRAM GROUP DESCRIPTION:

With guidance from the City Council and assistance from various City departments, the Recreation department provides diversified recreation facilities and programs for all ages of the population that live, work and/or recreate in Carlsbad. The department is responsible for planning future parks sites and trails, as well as the operations of current recreation programs including senior activities, youth and adult sports programs and leagues, special events, camps, preschool combined with a parent education component, instructional classes, teen programs, facility rentals, aquatics, nutrition (home meal and congregate services through the Senior Center), and transportation programs. The department also operates several community centers/gymnasiums and two historic park sites: Magee Park and Leo Carrillo Ranch Historic Park.

Staff resources also support the Parks & Recreation Commission and Senior Commission, both of which act in an advisory capacity to the City Council on matters pertaining to parks, landscape, recreation programs, senior activities, and facilities.

KEY ACHIEVEMENTS FOR 2006-07:

- Completed the construction of Pine Avenue Community Park.
- Continued to monitor the T.R.U.S.T. sportsmanship program for all City sponsored recreation programs and outside organizations using Carlsbad sports fields and facilities.
- Assumed ownership and maintenance responsibility for an additional 4.5 miles of the Citywide trails system.
- Stabilization and preservation of the Stone Masonry BBQ project completed at Leo Carrillo Ranch.
- Completed Leo Carrillo Ranch erosion repair and drainage improvements.
- Responded to customer feedback requests regarding our camp programs.
- Completed 100% design of the Alta Norte Community Park & Aquatics Center.
- Developed a naming rights policy.
- Golf Course: Completed mass grading and completed construction of all golf course elements and maintenance facilities; construction of clubhouse is approximately 90% complete.
- Senior Center expansion project is underway.
- Awarded the Helen Putnam Award for Excellence by the League of California Cities for the Recreation department's T.R.U.S.T. sportsmanship program
- Received three awards from the California Parks and Recreation Society (C.P.R.S.) for Recreation's new Trail Blast program and its marketing, and for the marketing of the T.R.U.S.T. sportsmanship program.

KEY GOALS FOR 2007-08:

Top-Quality Services

- Continue to implement the use of customer surveys to evaluate and improve customer satisfaction.
- Generate sponsorship programs and fundraising activities.
- Promote the use of volunteers in providing City services.
- Develop standards for current and future facilities that maintain top-quality, cost-effective delivery of recreation programs.

KEY GOALS FOR 2007-08 (continued):

- Maintain an active role in supporting areas of mutual benefit between City and school districts, i.e., Joint Use Agreements for use and maintenance of activity playfields and Community Swim Complex.
- Continue to improve the variety of camps offered by including camp field trip options with associated pricing.
- Provide increased opportunities to meet the needs of young families and parents by introducing new neighborhood-based special events at our Community Parks.
- Continue to promote and support a safe environment to gather for all facility users and program participants through continued emphasis of the Department's T.R.U.S.T. program.
- Relocation and centralization of the Recreation department's management and administrative staff.
-

Financial Health

- Provide recreational activities, facilities, and other special events that support local businesses and enhance transient occupancy taxes and sales tax revenue, such as the triathlon, sport tournaments, and swim meets.
- Prepare marketing and sponsorship packets promoting the City's recreational programs, services and facilities.
- Enhance revenues by promoting and facilitating the rental of City facilities.
- Continue to streamline and consolidate administrative services and marketing pieces to clearly and consistently communicate with our citizens about our various programs, services and events.
- Establish a goal of self-sustaining levels for various divisions in Recreation.
- Explore options to fund future park development projects, programs and operations.

Learning

- Prepare monthly agendas for the Parks and Recreation and Senior Commissions that address relevant issues and inspire community involvement.
- Provide a wide variety of instructional classes for all ages and promote educational classes through distribution of the Carlsbad Community Services and Recreation Guide three times per year.
- Educate contract instructors and staff about inclusionary programming for the special needs population.
- Educate the public about our "Live A Healthy Life...Recreate" program about health and wellness.
- Continue to participate in the Greater San Diego Recreation Park Coalition for Health and Wellness.
- Provide and encourage a variety of professional training opportunities to all staff members.
- Improve our camp programs through improved staff training to ensure quality programs. Create cross-training opportunities within the Recreation department, and across major service areas, where feasible.
- Continue to expand educational programs and learning opportunities for both adults and children on a variety of topics related to the history of the early California settlers and Leo Carrillo Ranch.
- Improve our staff development program, the "All Hands Meeting", by developing a consistent and comprehensive program to improve communication and teamwork.

Parks/Open Space/Trails

- Continue to develop a Citywide Trails Master Plan, including acquisition and development.
- Support and assist, where possible, the volunteer trails development program.
- Complete construction and grand opening of the Municipal Golf Course
- Begin construction of Alga Norte Park and Aquatics Center.
- Prepare for the completion of the Lake Calavera Trails master plan.
- Collaborate with various City departments, specifically the Library, Arts Office and Parks, and to improve our parks and programming, in order to encourage citizens to "stay" in Carlsbad and "play" in Carlsbad.
- Continue to identify public sector and private partnerships for our trails program.
- Complete the Senior Center expansion project.
- Complete the Leo Carrillo Ranch Barn Stabilization project.
- Complete the construction of seven additional tennis courts at Poinsettia Park.
- Complete the rental area expansion at Leo Carrillo Ranch.
- Process construction cost reimbursement request forms to the State of California for Prop. 12 and Prop. 40 Grant funds for Pine Avenue Community Park.

PROGRAM: PARK PLANNING & RECREATION MANAGEMENT
FUND: GENERAL FUND/SPECIAL REVENUE
PROGRAM GROUP: COMMUNITY SERVICES **ACCT NO. 0014510/0014545/1404515/14945XX**

	2004-05 ACTUAL	2005-06 ACTUAL	2006-07 BUDGET	2007-08 BUDGET
PERSONNEL	\$812,539	\$821,589	\$913,766	\$637,044
MAINTENANCE & OPERATIONS	333,451	327,691	353,791	426,507
CAPITAL OUTLAY	0	1,975	0	0
GRAND TOTAL	\$1,145,990	\$1,151,256	\$1,267,557	\$1,063,551
FULL TIME POSITIONS	7.50	7.50	5.50	5.50
HOURLY/FTE POSITIONS	0.00	0.00	0.00	0.00
GENERAL FUND	\$1,140,950	\$1,139,586	\$1,267,557	\$1,047,351
SPECIAL REVENUE	5,041	11,670	0	16,200
TOTAL FUNDING	\$1,145,990	\$1,151,256	\$1,267,557	\$1,063,551

WORK PROGRAM:

The Park Planning and Recreation Management Division provide administrative support for the City's ongoing recreation programs, park activities, trails and park development efforts. The Division also provides staff support to the Parks and Recreation Commission, which acts in an advisory capacity to the City Council to ensure that top quality park facilities and recreation programs are developed and sustained for the benefit of those who live, work, and play in the City of Carlsbad.

PROGRAM ACTIVITIES:

Parks and Recreation Commission

This Division provides staff support to facilitate the effectiveness of the Parks and Recreation Commission in its goal to implement the intent of the Parks and Recreation Element of the General Plan and advise the City Council on associated matters.

- Prepare Parks and Recreation Commission Agendas and conduct meetings that address relevant issues, encourage public input, and foster public education on matters of parks and recreation and other associated civic matters.
- Implement and/or process recommendations by the Commission for City Council consideration.
- Provide staff support to committees of the Commission which require more detailed review of issues relating to park development, facilities, recreation programs, landscape, street trees, open space, and amenity goals and guidelines.
- Conduct Commission workshops to improve the expertise and effectiveness of the Commission.

Administrative Services

Provide the required administrative support to a division with 30.5 full-time positions and approximately 52.51 hourly/full-time equivalent positions.

- Maintain timely processing of special project requests, citizen concerns, departmental reports, City Council agenda bills, resolutions, and ordinances. Prepare and monitor departmental and individual goals and budget administration for expenditures and revenue generation.
- Recommend and process personnel appointments, promotions, assignments, and disciplinary action when warranted. Provide ongoing support to management, general, and part-time employees. Implement the services of contractual employees.
- Implement and maintain the strategic planning process for the Recreation Department.
- Facilitate a customer service training and orientation program for all new department employees.

PROGRAM:	PARK PLANNING	PAGE TWO
	& RECREATION MANAGEMENT	
FUND:	GENERAL FUND/SPECIAL REVENUE	
PROGRAM GROUP:	COMMUNITY SERVICES	ACCT NO. 0014510/0014545
		1404515/14945XX

PROGRAM ACTIVITIES (continued):

Park Acquisition, Planning, and/or Development

Ensure adequate park acquisition, development, and rehabilitation in order to meet the park performance standards of the Growth Management Program. Provide for current and future community needs by addressing changing recreation trends.

- Monitor and implement existing park agreements.
- Develop, coordinate and monitor the Capital Improvement Program (CIP) budget submittals for current and future park development projects.
- Provide staff liaison and support for the operations of the municipal golf course.
- Provide client department support during construction of Alga Norte Parka and Aquatics Center, Senior Center Improvements, and Poinsettia Tennis Courts.
- Process the actions required to create a Citywide Trail System (land acquisition, maintenance system, development, volunteers, etc.).
- Provide in-house design and coordination of various small park improvement projects (e.g. Pine Avenue Park restrooms, Shade structures at various parks, Carrillo Ranch event area expansion, Carrillo Ranch Barn restoration, etc.).

Recreation Programs

Manage the implementation, performance, and adequacies of recreation programs.

- Provide a wide variety of recreation programs and special events for all segments of the population who live, work, and/or play in Carlsbad.
- Monitor and evaluate the effectiveness of recreational programs through the use of participant surveys.
- Maintain a self-sustaining percentage of recreational programs as recommended by the City Council.
- Prepare and distribute the Community Services & Recreation Guide three (3) times per year, a summer camps booklet and quality marketing pieces to educate the public about the many programs and services available to them.
- Continually evaluate and implement the fee structure for recreation programs and facility rentals, in an effort to sustain a competitive advantage over the private sector for similar services.

SIGNIFICANT CHANGES:

- None

PROGRAM: RECREATION FEE SUPPORTED
FUND: GENERAL
PROGRAM GROUP: RECREATION

ACCT NO. 0014515, 0014521-28

	2004-05 ACTUAL	2005-06 ACTUAL	2006-07 BUDGET	2007-08 BUDGET
PERSONNEL	\$932,889	\$1,031,635	\$1,254,935	\$1,280,482
MAINTENANCE & OPERATIONS	894,753	951,249	983,120	1,191,703
CAPITAL OUTLAY	18,444	13,470	0	0
GRAND TOTAL	\$1,846,086	\$1,996,354	\$2,238,055	\$2,472,185
FULL TIME POSITIONS	8.25	8.20	8.20	7.90
HOURLY/FTE POSITIONS	22.13	21.75	21.75	20.77

WORK PROGRAM:

The Recreation Fee Supported Division provides comprehensive opportunities for meeting the recreational needs and interests of the community by providing fee-supported programs for all segments of the population, including those that live, work, and/or play in Carlsbad. Recreation works with the community to increase the quality of life through its people, parks, and programs. In Essence, creating a sense of community through the value it places on people, the diversity in facilities, parks and trails, as well as programs & services that help to sustain a viable and healthy community.

PROGRAM ACTIVITIES:

Recreation programs include: enrichment classes, youth and adult sports, special events, youth day camps, preschool and teen programs.

The Fee Supported Division provides year-round recreational programs for all ages, preschool to seniors, including program design, planning, implementation, and evaluation.

- Review proposals and negotiate contracts with instructors.
- Schedule facilities for programs.
- Prepare and distribute marketing materials.
- Promote open dialog with the community and respond to their needs. When appropriate suggestions are incorporated into the current process, programs, services, and procedures.
- Offer 24/7 services which include field updates, league standings, and registration opportunities.
- Evaluate programs and analyze data on an ongoing basis.
- Prepare financial and revenue reports.
- Conduct fee market studies on an ongoing basis.
- Coordinate with school districts for youth and teen programming.
- Recruit, train, and reward volunteers.
- Generate program sponsors.
- Utilize sports professionals to enhance program quality.
- Provide scholarships for Carlsbad resident youths.
- Promote health and wellness opportunities through enrichment programs to help position the department as a health and wellness resource for the community.
- Research and implement program opportunities.

WORKLOAD MEASURES:

	Actuals 2005-06	Estimated 2006-07	Projected 2007-08		Actuals 2005-06	Estimated 2006-07	Projected 2007-08
				<u>Youth Sports</u>			
<u>Enrichment Classes</u>				Teams	70	70	72
Conducted	1,650	1,650	1,700	Participants	1,150	1,150	1,200
Enrolled	16,700	16,700	17,000	Spectators	15,000	15,000	1,600
Revenue	\$538,000	\$610,000	\$764,500	Revenue	\$36,500	\$35,500	\$46,000
				<u>Adult Sports</u>			
<u>Sports Camps</u>				Teams	330	332	336
Camps	25	25	30	Participants	5,150	5,200	5,400
Participants	800	800	900	Spectators	30,000	30,100	30,300
Revenue	\$48,000	\$48,000	\$50,000	Revenue	\$92,000	\$95,000	\$100,000

PROGRAM:
FUND:
PROGRAM GROUP:

RECREATION FEE SUPPORTED
GENERAL
RECREATION

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ACCT NO. 0014515, 0014521-28

WORKLOAD MEASURES (continued):

	<u>Actuals</u> <u>2005-06</u>	<u>Estimate</u> <u>2006-07</u>	<u>Projected</u> <u>2007-08</u>		<u>Actuals</u> <u>2005-06</u>	<u>Estimate</u> <u>2006-07</u>	<u>Projected</u> <u>2007-08</u>
<u>Day Camps</u>				<u>Teens</u>			
Camps	23	31	32	CIT Participants	964	1080	1,100
Participants	716	760	780	Teen Participants	50	300	500
Revenue	\$121,445	\$123,600	\$125,000	Revenue	\$250	\$2,000	\$2,000
<u>Pre-school Classes</u>				<u>Special Events</u>			
Conducted	175	175	175	Events	10	11	11
Enrolled	1,792	1,792	1,792	Participants	3,500	6,500	7,000
Revenue	\$150,000	\$142,500	\$156,280	Revenue	\$9,000	\$15,000	\$16,500
<u>Triathlon</u>				<u>Community Volunteers</u>			
Spectators	5,500	3,500	5,000	Volunteers	1,300	1,600	1,700
Participants	1,120	989	1000	Hours	11,000	17,000	18,000
Revenue	\$105,260	\$91,380	\$96,900				

KEY GOALS FOR 2007-08:

Top Quality Services

- Continue to implement the Recreation Department's Strategic Plan. The Strategic Plan will enhance access to open space, provide safe places to gather, create life-long learning opportunities, and build a stronger community.
- Conduct customer service training for all staff to broaden their knowledge and improve service delivery.
- Measure customer satisfaction of service delivery through user surveys and analyze responses to improve service delivery.

Financial Health

- Recruit, train, and recognize volunteers through an annual awards program in order to improve service quality and reduce program costs.
- Recruit and maintain program sponsors to promote local businesses and reduce operational costs.
- Provide a wide variety of revenue-generating quality recreation opportunities that support local businesses and enhance transient occupancy taxes (TOT) and sales tax opportunities.
- Respond to the needs of the citizens for program activities and cost savings.

Learning

- Educate contract instructors and staff about inclusionary programming for the special needs population.
- Educate the public about our "Live A Healthy Life...Recreate" program about health and wellness.
- Continue to expand educational programs and learning opportunities for both adults and children on a variety of topics related to the history of the early California settlers and Leo Carrillo Ranch.
- Improve our staff development program, the "All Hands Meeting" by developing a consistent and comprehensive program to improve communication and teamwork.
- Enhance knowledge and skills of staff by providing ongoing training and educational opportunities.

SIGNIFICANT CHANGES:

- A 0.30 FTE position and a 0.98 hourly position are being reallocated from this program to better reflect work load requirements.

PROGRAM: RECREATION - AQUATICS
FUND: GENERAL
PROGRAM GROUP: RECREATION

ACCT NO. 0014520

	2004-05 ACTUAL	2005-06 ACTUAL	2006-07 BUDGET	2007-08 BUDGET
PERSONNEL	\$347,360	\$389,921	\$404,955	\$417,279
MAINTENANCE & OPERATIONS	159,239	168,899	147,715	152,860
CAPITAL OUTLAY	11,043	0	0	0
GRAND TOTAL	\$517,642	\$558,820	\$552,670	\$570,139
FULL TIME POSITIONS	2.47	2.47	2.47	2.47
HOURLY/FTE POSITIONS	7.50	7.40	7.40	7.50

WORK PROGRAM:

The Aquatics Program provides for the operation of an attractive and safe community swim complex, which offers comprehensive instruction and training, competition, and recreational swimming to all segments of the population who live, work, and/or visit in Carlsbad.

PROGRAM ACTIVITIES:

Lessons/Training

Provide instruction in general aquatic, swimming, and diving skills for all ages and abilities. These programs provide the foundation on which all other aquatic programs build. Provide education and training to the general public and City employees in first aid, CPR, AED, and water rescue skills; serve as a North County certification/training site for men and women wishing to qualify for employment at public swimming pools by offering such courses as the Lifeguard Academy, Water Safety Instructor and Lifeguard Training Instructor.

Fun and Fitness

Provide opportunities for recreational swimming, fitness lap swimming, which assist participants maintain physical fitness and health, and family-oriented aquatic special events.

Competitive Aquatic Programs

Provide opportunities for competitive swim instruction and coached workouts for youth and adults as a contract service; coordinate and schedule Carlsbad High School use of the pool for physical education, boys and girls swim teams and water polo teams. These programs also assist participants to maintain physical fitness and health, as well as providing a source of social interaction and community pride.

PROGRAM: RECREATION-AQUATICS
FUND: GENERAL
PROGRAM GROUP: RECREATION

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ACCT NO. 0014520

WORKLOAD STATISTICS:

	Actual 2005-06	Estimate 2006-07	Projected 2007-08
<u>Instructional Lessons</u>			
Lane/Hours	1,993	2,000	2,000
Classes Conducted	273	273	273
Registered, Resident	1,661	1,675	1,675
Registered, Non-Resident	54	55	55
Revenue	\$67,625	\$68,000	\$68,000
<u>Carlsbad High School P.E.</u>			
Lane/Hours	1,938	1,900	1,900
Participation	4,142	4,100	4,100
Revenue	\$9,690	\$9,600	\$9,600
<u>Recreation and Lap Swim</u>			
Lane/Hours	20,379	20,300	20,300
Daily Admissions			
Youth	6,689	6,800	6,800
Adult	8,675	8,800	8,800
Season Pass Administration	18,742	19,000	19,000
Revenue	\$81,760	\$81,700	\$81,700
<u>Carlsbad Swim Masters</u>			
Lane/Hours	3,748	3,700	3,700
Participation	12,950	12,000	12,000
Revenue	\$50,258	\$49,000	\$49,000
<u>Carlsbad High School Teams</u>			
Lane/Hours	4,657	4,600	4,600
Participation	9,208	9,200	9,200
Revenue	\$15,546	\$25,000	\$25,000
<u>North Coast Aquatics</u>			
Lane/Hours	2,562	2,500	2,500
Participation	8,860	8,500	8,500
Revenue	\$13,760	\$13,000	\$13,000
<u>Carlsbad Water Polo (Boys Age Group Water Polo)</u>			
Lane/Hours	2,424	2,300	2,300
Participation	3,675	3,600	3,600
Revenue	\$8,521	\$8,500	\$8,500
<u>San Dieguito Synchronized Swimming</u>			
Lane/Hours	196	190	190
Participation	902	900	900
Revenue	\$980	\$980	\$980
<u>Pacific Diving Academy</u>			
Lane/Hours	375	375	375
Participation	484	400	400
Revenue	\$2,250	\$2,200	\$2,200

PROGRAM: RECREATION-AQUATICS
FUND: GENERAL
PROGRAM GROUP: RECREATION

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ACCT NO. 0014520

KEY ACHIEVEMENTS FOR 2006-07:

- Provided accurate financial and operational information to decision makers about the Alga Norte Park Aquatic Center.

KEY GOALS FOR 2007-08:

Top Quality Services

- Provide a balanced aquatic program to the community on a year-round basis.
- Promote community health and fitness through specific programs targeted at teens and adults.
These include increased Carlsbad High School "Aquatic P.E." use, synchronized swimming, springboard diving, water polo, and swim team rental usage.

Learning

- Promote and support continuous aquatic and safety training opportunities within the community and the City organization.
- Continue the "Aquatic Trainee" program to help ensure continued qualified staffing of aquatic programs.

SIGNIFICANT CHANGES:

- A 0.10 hourly position has been reallocated to this program to better reflect work load requirements.

PROGRAM: RECREATION - AGUA HEDIONDA LAGOON PERMITS
FUND: GENERAL
PROGRAM GROUP: RECREATION

ACCT NO. 0014530

	2004-05 ACTUAL	2005-06 ACTUAL	2006-07 BUDGET	2007-08 BUDGET
PERSONNEL	\$26,961	\$27,429	\$33,095	\$33,105
MAINTENANCE & OPERATIONS	1,446	1,108	1,720	2,320
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$28,407	\$28,538	\$34,815	\$35,425
FULL TIME POSITIONS	0.53	0.53	0.53	0.53
HOURLY/FTE POSITIONS	0.00	0.00	0.00	0.00

WORK PROGRAM:

The Agua Hedionda Lagoon permits program reduces the City's liability exposure by requiring all vessels on the water to obtain a valid City use permit.

PROGRAM ACTIVITIES:

Permits

Verifies and monitors Hold Harmless Agreement and DMV registration. Issues annual lagoon use permits. Enters data and updates database for the Police Department for enforcement. Coordinates with the Police Department to publish and distribute information regarding use, rules, and regulation of the lagoon. Coordinates with launching entities and maintains lagoon use data. As of fall 2005, the Lagoon Permit staff took over responsibilities for measuring boats to determine compliance with length limits.

WORKLOAD STATISTICS:

	Actual <u>2005-06</u>	Estimated <u>2006-07</u>	Projected <u>2007-08</u>
• Annual Permits	288	288	288
• Daily Permits	208	208	208
• Snug Harbor Launches	596	596	596
• Revenue	\$21,246	\$21,246	\$21,246

SIGNIFICANT CHANGES:

- None

NOTE: The Police Department has responsibility for patrol, enforcement, and lagoon buoy maintenance.

PROGRAM: RECREATION OPERATIONS
FUND: GENERAL
PROGRAM GROUP: RECREATION

ACCT NO. 0014540-44/0014546

	2004-05 ACTUAL	2005-06 ACTUAL	2006-07 BUDGET	2007-08 BUDGET
PERSONNEL	\$1,042,051	\$1,115,576	\$1,182,912	\$1,328,673
MAINTENANCE & OPERATIONS	225,218	225,270	233,950	311,007
CAPITAL OUTLAY	29,659	86,115	0	0
GRAND TOTAL	\$1,296,928	\$1,426,961	\$1,416,862	\$1,639,680
FULL TIME POSITIONS	11.80	10.80	10.80	11.30
HOURLY/FTE POSITIONS	13.28	15.86	15.86	17.64

WORK PROGRAM:

This division provides operational support for the Recreation Department, including the operation of Leo Carrillo Ranch Historic Park, three community centers and gymnasiums, parks, and City facilities used by the general public and a variety of City departments for recreational use and meetings. In addition, the Operations Division provides maintenance to the many athletic fields owned by the City and school districts serving the Carlsbad population.

PROGRAM ACTIVITIES:

Information and Enrollment Services

Staff provides information and registration services to the public on Recreation Department programs and facilities.

- Enroll participants via phone, mail, online, and in-person for classes, special events, and sports leagues.
- Collect and account for program revenue.
- Provide ongoing information and referral to the community.
- Customer service and revenue have improved with the success of online registration.

Facilities Operation

Staff coordinates public use of recreational facilities.

- Process applications for use of meeting rooms, picnic areas, athletic fields, gymnasiums, and tennis courts.
- Crews maintain ball fields at school sites, community parks, and other special use areas.
- Staff coordinates classes, meetings, dedications, and other functions at Community Centers and other City facilities.
- Attendants attend to customer service issues and provide general clean-up and associated maintenance at facilities and parks.
- Staff is dedicated to providing excellent customer service and promoting "good sportsmanship" during all programs and events.
- Staff continues to improve facility rental processing by adding additional rental times and improving the quality and condition of rental facilities and picnic areas.
- Rentals continue to increase based on improve amenities
- Provide facility assistance and scheduling for the resident non-profit organizations (sports, groups, civic and social groups).

Supervision

Supervisory staff coordinates operations of the Community Centers/Gymnasiums and satellite facilities.

- Staff recruitment and development.
- Provides staff training.
- Serves as liaison to various community organizations and citywide committees.
- Responds to customers' concerns and requests.
- The quality of the workforce continues to improve with a more comprehensive training program and manuals.

PROGRAM:
FUND:
DEPARTMENT:

RECREATION OPERATIONS
GENERAL
RECREATION

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WORKLOAD MEASURES:

	Actual <u>2004-05</u>	Actual <u>2005-06</u>	Estimate <u>2006-07</u>	Projected <u>2007-08</u>
Reservations Processed:	3,200	3,264	4,300	5,865
Number of Facility Users:	1,100,000	1,110,000	1,150,000	1,180,000
Revenue:	\$128,000	\$175,000	\$285,000	\$331,000
Number of Fields Maintained:	17	23	25	25

KEY GOALS FOR 2007-08:

Top-Quality Services

- Review and build upon the Recreation Department's Strategic Plan. The Strategic Plan will enhance access to open space, provide safe places to gather, create life-long learning opportunities, and build a stronger community.
- Conduct customer service training for employees to broaden their knowledge and improve service delivery skills.
- Measure customer satisfaction of service delivery through user surveys and analyze responses to improve service delivery.
- Monitor and maintain the Capital Replacement Program to provide safe, top-quality equipment at all recreation facilities and conform to City budget standards.
- Facilitate the equitable distribution of athletic fields by partnering with Carlsbad non-profit sports organizations to ensure customer satisfaction of Carlsbad field users.
- Encourage and educate our volunteers to meet the needs of the citizens of Carlsbad at our facilities and events.
- Constantly strive to improve customer service through park patrols and enforcement of park rules and regulations.
- Provide exceptional services on a daily basis including the processing of rental applications and the seamless coordination of setting up classes, meetings, dedications and other functions at community centers and other City facilities.
- Continue to promote and support a safe environment to gather through the Department T.R.U.S.T. program for all facility users.
- Incorporate the health and wellness initiative throughout all programs, activities, and services.

Balanced Community Development

- Enhance revenues by promoting and facilitating the rental of City facilities to the public as an attractive and competitive alternative to private sector facilities.
- City parks and facilities provide a place for citizens to connect with the community, place, and spirit through balanced and sustainable land use and with Carrillo Ranch, this includes providing ongoing historic preservation efforts.

SIGNIFICANT CHANGES:

- A 1.40 hourly recreation staff position will be added to support Pine Avenue Park (opened during FY 2006-07), Leo Carrillo Ranch Historic Park, and the new Senior Center.
- A 0.50 position was transferred to the Senior Programs to better reflect work load requirements.
- A 0.38 hourly position have been reallocated to this program to better reflect work load requirements.

PROGRAM:**SENIOR PROGRAMS****FUND:****GENERAL/SPECIAL REVENUE****PROGRAM GROUP:****RECREATION**

ACCT NO. 0014570-0014574,143XXXX

	2004-05 ACTUAL	2005-06 ACTUAL	2006-07 BUDGET	2007-08 BUDGET
PERSONNEL	\$305,299	\$377,170	\$421,052	\$498,804
MAINTENANCE & OPERATIONS	422,598	355,289	464,991	487,442
CAPITAL OUTLAY	0	0	12,584	72,300
GRAND TOTAL	\$727,897	\$732,460	\$898,627	\$1,058,546
FULL TIME POSITIONS	1.95	3.00	3.00	2.80
HOURLY/FTE POSITIONS	7.50	7.50	7.50	8.00
GENERAL FUND	\$721,537	\$723,763	\$898,627	\$994,046
SPECIAL REVENUE	6,360	8,697	0	64,500
TOTAL FUNDING	\$727,897	\$732,460	\$898,627	\$1,058,546

WORK PROGRAM:

To provide a broad range of services and activities designed to foster independence, enhance the quality of life, and provide opportunities for lifelong learning and involvement for older adults in the Carlsbad area.

PROGRAM ACTIVITIES:Education/Learning

Arrange for classes, seminars, and other learning opportunities on topics pertinent to the concerns and interests of the aging population and coordinate computer classes to teach the basics of computers (i.e., "Windows").

- Continue computer lab with open hours for seniors to drop in and receive training and technical advice.
- Provide seminars on estate planning, topics of interest and concern to seniors, personal safety, etc.
- Provide ongoing information and referral to community resources.
- Provide ongoing classes in computer usage (e-mail, Internet, Excel, Word, etc.)

Recreation

Offer excursions, special events, and activities of particular interest to the mature adult, which promote social interaction.

- Continue the development of programs/groups that appeal to people with similar interests, i.e., Walking Group, PC Users Groups, Writers Groups, Discussion Groups, etc.
- Provide day trips to local attractions, utilizing rented buses as well as public transportation (i.e., the Coaster, Trolley, etc.).
- Provide programming in evenings and on weekends to accommodate the rising baby-boomer population.

Personalized Assistance

Coordinate the provision of professional services necessary to maintaining an independent lifestyle.

- Offer tax assistance to over 500 seniors.
- Arrange for free legal advice for over 200 seniors.
- Arrange for assistance with health insurance decisions.

Health Services

Arrange for screenings, services, classes, and lectures that promote healthy living.

- Monthly blood pressure checks, glucose and diabetes testing, and cholesterol testing.
- Flu shots.
- Provide a minimum of four "special" health screenings, i.e., skin cancer, hearing, podiatry, cholesterol, etc.
- Continue offering body conditioning, exercise yoga, tai chi, laughter therapy, and dance for seniors.

PROGRAM:

SENIOR PROGRAMS

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FUND:

GENERAL/SPECIAL REVENUE

PROGRAM GROUP:

RECREATION

ACCT NO. 0014570-0014574,143XXXX

PROGRAM ACTIVITIES (continued):

Senior Grants

- Provide a minimum of 30,000 nutritious lunches.
- Provide a minimum of 10,000 delivered meals to the homes of Carlsbad's frail seniors.
- Provide over 9,000 rides to seniors who have limited means of getting to the Senior Center, shopping, medical visits, and other necessary appointments.
- Provide nutrition education and special events focused on lunchtime activities.

Administration

Coordinate all operations of the Senior Center: staffing, volunteer recruitment, facility rentals, and grants management.

- After-hours facility rentals.
- Staff scheduling.
- Volunteer recruitment and training.
- Budget management.
- Senior Commission.

Senior Center Operations

- Over 30,000 seniors walk through its doors on an annual basis. Some participate in the activities provided including the Nutrition program. It provides an opportunity for lifelong learning, a safe place to gather, and promotes a healthy lifestyle.

Transportation

- The transportation program provides an open door to the community servicing over 8,000 Carlsbad seniors who have no other means of transportation. The program allows seniors to attend medical appointments. Over 20 participants are picked up daily to participate in the Nutrition program.

Congregate

- The congregate population participating in the Nutrition program exceeds 20,000 lunches annually. A hot, nutritiously balanced meal is provided along with socialization, music, and fun! Meals are served Monday through Friday and exclude all holidays except Thanksgiving. An average of 80 seniors participates daily.

Home Meal

- The Home Meal program provides a hot lunch to over 10,000 homebound seniors throughout Carlsbad. Over 20 volunteer drivers provide the transportation to get these meals delivered.

Fee Supported

- This new organizational design allows us to offer programs and services for a fee. Over 35 trips are scheduled accommodating over 2,000 adventurous seniors. Enrichment classes, seminars, and other learning opportunities on topics pertinent to the concerns and interests of the aging population.

SIGNIFICANT CHANGES:

- A 0.50 hourly position is reallocated to this program to better reflect work load requirements.
- A 0.20 FTE position is reallocated from this program to better reflect work load requirements.

